

EAP Services Provided by Enterprise Architects

1. Planning Initiation Consulting

Diligent preparation is required before an EAP project gets underway. The purpose of the Planning Initiation phase is to organize and plan an EAP project, and to put all of the ingredients for success into place. A team of the most experienced EAI consultants will complete the following initiation activities:

- determine a good scope for the EAP project (organizationally and functionally)
- create a clear vision of the future that serves as the general target
- specify the qualifications for each of the roles on the project team
- identify and evaluate the qualifications of candidate participants
- adapt the EAP methodology for your situation
- develop a list of deliverables, with descriptions of the contents of major deliverables
- list the acceptance criteria, critical success factors, and the measures for success
- estimate the effort and duration of each step and prepare a workplan for the project

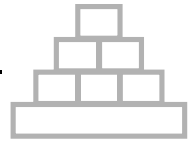
2. On-site Project Team Training

Enterprise Architects has trained more than 2,500 people in the EAP process. Our 3-day in-depth training seminar walks the team through the every detailed step of the EAP process, discussing the process and guidelines for the project, and presenting examples of the deliverables and products.

A one-day course, *Introduction to EAP*, presents the concepts of EAP and the significant differences of EAP from conventional systems planning that make this approach unique. An overview of the phases of EAP and samples of deliverables turn the conceptual into something real. An irrefutable business case for conducting EAP is formulated. This course is intended for (a) the overseers of EAP (Sponsor, Steering Committee, Champion, Chief Architect), (b) reviewers of EAP deliverables (Reference Group), or (c) management throughout the enterprise affected by the outcome of EAP and who want to understand the process and set expectations. Brochures for these courses are available upon request, or can be viewed from the EAP website at www.EAP.com.

3. Executive Overviews

Executive overviews of one to two hour duration are available as needed during the EAP project. Executives from beyond the enterprise boundaries may be invited to attend these overview presentations. The concepts of EAP will be explained in common business terms that use familiar metaphors. Executives will recognize that EAP is mandatory for achieving the goals and objectives of the enterprise. When it is understood that EAP is a common sense, business-driven, feasible approach, mystery and suspicion give way to confidence and participation. Observing the reaction of business executives first-hand will build the confidence of team members, and motivate them to contribute to their full potential.



4. Toolset Templates and Customization

The productivity of the team depends on the computing equipment and a suite of products for capturing, analyzing, and reporting information about the business, current systems, architectures, and implementation plans. Enterprise Architects can provide the following products together with services for customizing the toolset:

- templates for a generic EAP database, data entry forms, and reports
- interfaces that transfer data from one product to another
- enhancements that custom fit the EAP database, forms, and reports to your situation
- an LBMS Process Engineer library for the EAP methodology for guidance and capturing experience
- planning estimation products that save many hours when formulating the migration plan

5. EAP Readiness Assessment

The migration to a flexible integrated environment for data and applications brings about substantial changes to all corners of the business. Elimination of most paper, new products and services, market growth, and process improvements, and cost reductions are a few of the business benefits that our clients have experienced. IT organizations may need to reorganize, learn new skill sets, acquire new technology and training, and create new standards and procedures. For the ultimate success of EAP, it is important to set expectations about the sweeping changes brought on by true integration, and be prepared to accept and approve the recommendations from the team.

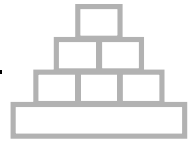
A readiness assessment determines the ability for an organization to conduct an EAP project, identifies potential obstacles and risks, and the willingness to accept and implement the architectures and plans. Enterprise Architects will survey the organizations that are within the scope or would be affected by the EAP. The survey will examine the favorable or unfavorable aspects of more than two dozen organizational and cultural characteristics, and present the findings and recommendations to management. The readiness assessment will recommend a strategy to overcome or remove the unfavorable factors and obstacles. The focus can then be directed toward the obstacles discovered, since some of them represent potentially insurmountable hurdles.

The readiness assessment typically takes about 3 to 5 weeks duration, and requires six to ten days of consulting depending on the size and geographical distribution of the organization.

6. Strategic Business Assessment, Visioning, and Planning

For organizations that lack a well defined and accepted strategic business plan, a Strategic Assessment sets the stage for effective planning by providing a vision that drives strategic planning, budgeting, service management, as well as the EAP process. Employing a proven formal methodology (not a component of EAP), the strategic assessment requires about two months, resulting in both high yielding short-term quick-fixes and practical long-term recommendations. The strategic assessment may precede the EAP or be conducted concurrently with the early phases of EAP. The topics in the strategic assessment include:

- Mission Analysis
- Customer Perceptions
- Competitive Industry Analysis
- Internal Strengths and Weaknesses
- Vision of Future Business Operations
- Strategic Initiatives, Products/Services, and their Technological Implications
- Current Situation vs. Tomorrow
- Organizational Recommendations
- Skill Set and Staffing Recommendations
- Financial/Investment Strategy
- Management Process Implications
- Systems Management Recommendations



Everyone recognizes that architecture based migration plans should be closely aligned with business strategies. However, the vast majority of IT plans only give lip service to the alignment. The business model of EAP explicitly links the architectures with business plans, and in doing so makes the accountability for achieving objectives and making decisions explicit and public (often for the first time!). Enterprise Architects can provide training for business executives and managers on business planning, and conduct strategic assessment and business planning projects in conjunction with EAP.

7. Formulation of Principles

The verbs “managing” and “governing” have much in common. Indeed, managing information that supports business personnel is similar to governing a nation that supports its citizens. Effective governments are founded on principles, laws, and statutes that apply to everyone. Similarly, there must be principles, architectures, and standards for managing information.

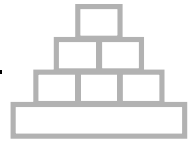
Merely having a principles document is not sufficient. Good principles are understandable throughout the entire enterprise, complete, consistent, robust, and will *endure with little or no change* over the entire planning horizon. Poorly written principles quickly crumble. EAP will formulate one set of well-written principles for the enterprise that ensure the consistency and justify architectural and planning decisions. EAI consultants have experience managing this highly political phase of EAP, and will cut through cultural barriers that prevent executive management from formally ratifying the principles. The principles document will explain the rationale for each principle explicitly stating the derivation from fundamental business values. The changes and impact to the organization and its business practices are elaborated at length. Enterprise Architects will recommend a strategy for the ratification of the principles, and formulate an on-going procedure for amending the principles.

8. EAP Team Facilitation and Consulting

This is the primary support task for EAP, covering every aspect of the methodology through the final report and presentation. Enterprise Architects’ consultants are experts at facilitating EAP team meetings, discussions, and presentations. Most importantly, the techniques and guidelines for EAP foster out-of-the-box creative thinking, the key ingredient for devising innovative solutions. Also, EAI has forms for compiling the business knowledge contained in the business model, techniques for constantly adjusting the EAP workplan, and templates for the deliverables. With years of experience on similar engagements, we understand the criteria for high quality business models and architectures. Several levels of team facilitation and consulting support can be provided by EAI, and these are described in another section of this document.

9. Project Direction, Quality and Progress Reviews and Briefings

In addition to the intensive day-to-day facilitation and consulting of the previous service, Enterprise Architects can provide periodic guidance and recommendations for the overall direction of an EAP project. This is a part-time role, conducted by the partner-level EAI consultants. The activities include (a) reviewing project deliverables for quality, (b) evaluating the rate of project progress against the workplan, (c) suggesting solutions to the myriad of problems and issues that arise, and (d) presenting a status briefings to the champion and executive sponsor together with our findings and recommendations. These reviews and briefings typically coincide with major milestones. The aim is to bring one phase of EAP to a successful conclusion and to initiate the next one to the point where the team is confident of proceeding on its own to the next milestone.



10. Inter-project Architectural Coordination

Large corporations and government agencies may be comprised of multiple “enterprises,” and, hence, there will be separate EAP projects. However, there often is much in common about the information management in each enterprise, and there is the potential for tremendous gains from leveraging that commonality.

Enterprise Architects has experience working with large multi-divisional corporations and government agencies, and can coordinate the architectural activities across organizational units. EAI can provide

- processes and guidelines for architecture coordination,
- assist with the development of an information architecture repository for the integration of models, designs, and baseline data
- data naming standards and conventions, and
- maximize the reuse of architecture components.

11. Technology Platform Recommendations

The decisions for selecting technologies required for a flexible integrated environment require a solid factual baseline foundation and can evoke intensive discussions. Technologies have substantial capital cost, and are the most visible manifestation of the enterprise architectures. Enterprise Architects maintains alliances with some of the most knowledgeable and reputable technology experts in the world. The information resources catalog contains descriptions of current systems and technologies. Workshops with the EAP team and other internal technology management people from across enterprise decide which technology platforms will be the core mainstream, employed tactically only for the short-term, contained, retired, or acquired at some point for the strategic long-term. The rationale for each decision is recorded, and the impact of emerging technologies described.

12. IT Organizational Re-engineering

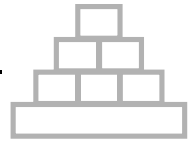
The integrated information systems of an architected environment differ in many ways from those in a conventional IT environment. Current systems are frequently characterized as independent stovepipes, silos, or islands employing a wide variety technologies, often incompatible. Expect the organizational infrastructure of IT to be re-engineered to better manage a brave new world. Enterprise Architects offers consulting services to IT executives to create a modern effective IM organization, with charters, templates, and policies addressing

- position descriptions (responsibilities, skills, qualifications)
- authorities in an architected environment and managerial reporting relationships
- position and group performance measures and evaluations
- skills baseline assessment and training program
- changes to standards and procedures
- projected staffing levels

13. System Development Methodology Evaluation and Selection

The previous service acknowledged that changes to the IT organization’s standards and procedures are commonly recommended by EAP teams. One of the most significant of these recommendations is aimed at the system development methodology. “Integrated object-oriented distributed client-server code-reusable” applications in the EAP migration plan cannot be built with conventional system design tools and techniques originally developed in the 60’s or ‘70s.

Enterprise Architects has a methodology for evaluating and selecting a system development methodology and supporting tools appropriate for modern architected applications. After the choices have narrowed to a select few, a “bake-off” is conducted to actually follow the application development “recipe” for each contending methodology



and to “taste” the resulting “layer cake” and evaluate the experience. The results of the selection will be presented to management for approval together with a training program to develop internal skills.

14. Data Warehouse Design and Implementation

The EAP enables truly effective data warehouses to be constructed. It does this in two important ways: (1) *stable* definitions serve as the foundation for combining and reconciling data in disparate current systems, and (2) the implementation plan accelerates the creation of the shared data resource for the enterprise. EAP solves the two most difficult and costly problems with data warehouses today — the reliability of computations that use data from separate sources, and the enormous investment of effort required to create and especially to maintain a data warehouse apart from the current systems.

Enterprise Architects has a methodology for the design and construction of data warehouses and data marts. EAI consultants and associates can either take full responsibility for the design and construction of the data warehouse, or facilitate and guide your internal data warehouse team. We bring to this table the same technical expertise and project management that has enabled our EAP projects to be successful. The Project Initiation phase of the Data Warehouse Methodology will (a) determine the scope of the data warehouse, (b) its purpose and role in the business, (c) the source-data transactional and operational applications, (d) adapt the methodology to suit particular situations, (e) evaluate and select the products and tools for the data warehouse, (f) identify and assign participants for data warehouse teams, and (g) develop a detailed workplans for the implementation of data warehouses.

15. Transition to Implementation

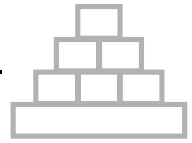
At the conclusion of EAP, the visibility and level of enthusiasm for the migration plan is peaking. It is important to catch that wave of accomplishment, and ride it confidently into the period immediately after EAP known as the transition to implementation phase. Of course, all IT resources will not be dedicated to implementing the migration plan on the first day after EAP. Technology products need to be selected, acquired, installed and tested. Personnel and other resources need to be recruited, trained, and allocated to the implementation. Policies and procedures need to be updated and be consistent with the ratified principles. And a process for maintaining the architecture must be established. In short, there is a lot going on right after EAP.

It is important that there be no lag time between the completion of EAP and the commencement of the transition to implementation. Here too, obtaining the funding and resources to proceed with the transition activities are crucial. So Enterprise Architects will begin to prepare for the transition phase *during* the EAP project.

After the EAP project has been successfully completed, Enterprise Architects as the “general contractor,” assembling the best resources to implement the numerous application and technology components in accordance with the architecture blueprints. A solid foundation of reusable building blocks is built prior to the high-profile applications that have the greatest impact and rate of return. Our templates for the products of this phase can reduce the transition time, and get the real implementation underway sooner. This transition period may take from 3 months to a one year to complete, depending on the impact to the current systems from the implementation of the architectures and plans recommended by the core EAP team.

16. On-Going Periodic Reviews and Briefings

When completed successfully, the EAP process establishes an implementation plan for the architectures. Periodically, Enterprise Architects can conduct a review of (a) the progress of the implementation, (b) conformance of the designs to the architectures, (c) the conformance of standards and procedures to the principles, (d) the alignment of the designs and architectures with the business vision and strategies, (e) unforeseen implementation issues and obstacles, and (f) the coordination and conformance with other business or EAP initiatives. Each periodic review would be about 2 - 3 days if conducted quarterly, and 5 days if conducted semiannually.



ROLES FOR EAP CONSULTANTS

The “Writer”

Roles and Responsibilities

- EAP Methodology Guidance and Direction
- Adaptations of EAP Techniques and Procedures for “Making It All Fit Together”
- Periodic Course Corrections (Next Version of the Project Workplan)
- Quality Assurance Criteria
- Quality Assurance Review and Recommendations
- Prepares and Delivers Executive Overviews of EAP and Implication of Results
- Develops (Political) Strategies to Obtain Acceptance of the Results
- Training for the Team (Courses and Workshops)
- Conducts Project Status Reviews with Chief Architect, Champion, and Executive Sponsor

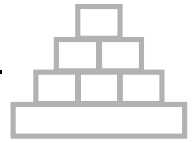
Qualification and Skills for the “Writer”

- Expert at EAP with Numerous and Varied EAP Project Methodological Direction Experiences
- Executive Level Communication Skills
- Ability to Determine the Implications of Accepting the Architecture and Planning Decisions
- Extensive Training and Education Experience and Materials
- Project Management and Planning Expertise for EAP

The “Director”

Roles and Responsibilities

- Facilitates Team Meetings Driving the Achievement of Daily Objectives
- Obtains Team Agreement on the Intermediate Products of Each Step and Task, and Obtains the Commitment of the Team for Timely Delivery
- Ensures the Effectiveness of Daily Team Management (resource deployment, tasks, effort)
- Stimulates and motivates the team to work at a level of effectiveness and efficiency beyond expectations
- Recognizes when a team member is not contributing at their full potential, and provides individual counseling to improve the ability of that team member
- When there is no team meeting, provides individual guidance to team members working on their assigned activities.



Qualification and Skills for the Director

- Group Facilitation and Project Management Experience
- Interpersonal Conflict Resolution Skills
- Sense of Urgency, and Ability to Motivate the Team (able to “crack the whip”)
- EAP Knowledge and Experience
- Work Effectively with the Writer and Producer

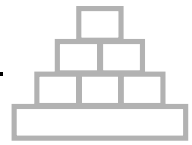
The “Producer” (of the Products)

Roles and Responsibilities

- Producer of Products (that is works at creating and delivering the products)
- Detailed Content Quality Assurance
- Designs the Format and Content of Products Based on Team Discussions
- Preparation of Presentation/Reference Group Materials

Qualifications and Skills for the “Producer”

- Thorough Knowledge of EAP Methodology
- Experience of Producing the EAP Products (Written and Toolset-Generated Reports)
- Ability to Translate an Understanding Learned from Core Team Discussions into the EAP Content and Expression
- Expert Communication Skills, Especially (English) Language
- Sharp Listening and Comprehension Skills
- Highly Organized, with Initiative and Assertiveness to Obtain What is Needed to Deliver the Products ***on Time***
- Knowledge and Experience with Project Management, Especially for Project Planning (Sizing, Estimating, and Resource Allocation/Balancing)



LEVELS OF EAI SUPPORT FOR EAP

Full Support

Participants

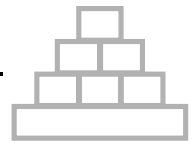
½ Time Writer
1 Full-Time Director
1 Full-Time Producer

Rationale and Example

JM Family Enterprises (JMFE) is a \$4B privately-held conglomerate in Deerfield Beach Florida. Their three largest subsidiaries are Southeast Toyota (the largest distributor for Toyota automobiles), World Omni Financial Corp. (financing of loans and leasing), and JM Enterprises (warranty insurance, parts and services, and other automotive products). All three plus Corporate (Finance, Accounting, HR, Legal, etc.) were declared to be within the scope of EAP. The strong support and endorsement of the corporate Chief Operating Officer and the Chief Financial Officer motivated the widespread participation. The team was comprised of 8 full-time business people, 8 full-time IT people, a reference group of 45 senior level managers from the business units, and numerous technical and administrative support people who participated as needed. JMFE successfully completed the entire EAP in 6 months, plus one month for planning the post-EAP transition activities. The EAP final report and presentation were delivered in accordance with the workplan and accepted.

JMFE chose the Full Level of Support from EAI because:

- There was a large diverse team representing three independent subsidiaries that had never worked together as a team on a project of this nature, **none** of whom had EAP experience, that required the continuous presence of a person with EAP experience for individualized counseling and support
- The level of detail in the business model, IRC, architectures, and implementation required a full-time core team and facilitator to guide discussions and contribute to work products, and JMFE did not have an internal facilitator with the qualifications described in the previous section
- EAP activities that have team members working independently or in small groups increase the need for consulting support
- JMFE wanted to learn the EAP process and gain internal experience (knowledge transfer)
- Methodological, managerial, and technical issues about EAP arose **daily**
- Neither the core team nor the IT organization had experience with the products comprising the toolset
- JMFE executive management set a fixed date for the completion and delivery of the EAP products, and meeting deliverable dates and milestones is crucial for credibility. Being onsite continuously avoided significant delays to the project and poor decisions due to the inability to receive guidance and direction when needed, plus the work contributed by the consultant added to the team's is needed to prepare the deliverables
- The contract for consulting had a fixed number of days, and therefore, the full support from EAI was required to constantly monitor the pace and progress of the project and the level of detail the architectures to ensure that all tasks could be successfully concluded within the allotted budget for consulting



Dual Role Support

EAI Participants

½ Time (Total) Writer(s)

1 Full-Time Producer/Director

Rationale and Example

Northeast Utilities, an electric utility company in Hartford CT, conducted EAP to create system architectures for a new division that resulted from the merger of their Customer Services and Transmission/Distribution divisions. With a project team of 6 full-time business participants and about 6 full-time systems people, Northeast Utilities was able to complete an entire EAP in only four months.

Their EAP was completed successfully with the Dual Role Support from EAI because:

- There was no internal experience with EAP and the team required full-time facilitation with an experienced consultant
- The team required periodic reviews of the EAP methodological direction and EAP project plan, and minor project (management) activity adjustments daily
- The project had periodic quality assurance (QA) reviews of deliverables, and followed the recommendations for improvement
- There were multiple toolset administrators internally who were thoroughly experienced with the products and techniques, and thus performed the duties of the Producer

The support for Northeast Utilities also included an additional full-time Producer consultant for about eight weeks to assist with the compilation and analysis of their Information Resources Catalog. This enabled core-team members and consultants to focus on business modeling and architecture activities.

Tag Team Support

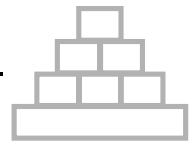
EAI Participants

Two Principals sharing the Writer and Director roles, each contributing about 3 days of their time per week. Wednesday is typically the weekday when both consultants are onsite to ensure the consistency and continuity of support (hence the term “tag”).

Rationale and Example

Federal Express, a company renown for its advanced systems, conducted EAP to architect the next generation of its systems that would enable their ground operations division to achieve its substantial cost-reduction objectives. Their EAP core team consisted of 7 full-time business people taken directly from the field who totaled more than 100 years of total in-the-field experience, about 8 full-time systems people, several of whom had architecture and planning experience (plus 2 full-time and 1 part-time toolset administrators). Their EAP was completed in about 8 months, and the plan was accepted by executive management.

The Core Initiation Team primarily comprised of systems people contracted with EAI to provide the Tag-Team level of support for their EAP because:



- They wanted to obtain the extensive EAP expertise and the credibility derived from utilizing the “genuine” Writer of the EAP methodology (a previous attempt with information engineering had not been successful)
- The team realized the critical importance of having continuously available on-site support from a Writer as issues and problems arise daily, and an inability to address them immediately could cumulatively result in serious project delays
- The team also realized the critical importance of having a Director to facilitate team meetings and manage daily schedules
- The estimates and decision for the EAP budget were set well-before the consulting was considered, and the commencement of the EAP project was too late in the fiscal year to change the limited budget for EAP consulting
- Though the EAP team wanted a single Principal of EAI to provide the Writer and Director roles full-time, they recognized that a Principal cannot devote full-time every workday to a project due to demands on their time to fulfill the responsibilities of owning and administering Enterprise Architects Inc.
- The IT people on the team had been through other planning approaches that employed similar techniques, and were therefore familiar with EAP. Therefore, some of the Director and Producer responsibilities could be provided with internal resources.

The FedEx EAP project was successfully completed on time and the plan accepted. However, the IT people on the core team realized that the benefits of their previous architecture and system planning experience had been overly optimistic when it came to actually conducting an EAP and producing high-quality products. EAP management guidelines are intended to evaluate this situation early in the project. When this situation was recognized, the EAP team requested and was granted a two-month project extension (from 6 to 8 months). The Champion and Executive Sponsor appreciated being apprised of this situation early, and not receiving unpleasant surprises near the due date typical of so many system related projects.

NOTE: In the post-project review for EAP, the team agreed that the Full Support or, at a minimum, the Limited Dual-Role level of support would have been more appropriate. Team members from the FedEx EAP project have presented aspects of their experience at conferences, and frequently are called upon to be references.

Periodic Training and QA Support

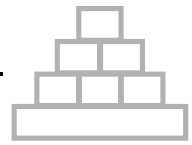
EAI Participants

One Writer about ¼ Time.

Consulting support is provided during Initiation to train the team in the EAP process and prepare the work plan. Thereafter, the onsite visits are in conjunction with the end of one phase and the beginning of the next, with a review of the status and products, and a presentation about the findings and recommendations to improve the deliverables.

Rationale and Examples

The Air Mobility Command (AMC) of the US Air Force is the command of the Air Force responsible for moving facilities, equipment, medical assistance, and people from one part of the world to another (another command is responsible for combat delivery). Top management at DoD recognized the enormous waste from redundancy throughout the command, and AMC was anticipating severe budget cuts for managing information systems. To complement the short-term tactical termination (axing) of systems deemed redundant or insignificant, AMC decided to use Enterprise Architecture Planning to propose a strategic plan that would serve as blueprint for its funding process. The EAP Project Initiation phase determined that one year (that coincided with the 95 fiscal year) would be required to develop the products at the desired level of detail. The development of a strategic systems and



technology plan had a high priority for the Air Force, and consequently, the EAP team consisted of 26 people (mostly of retired USAF officers working as contractors) with a combined total of more than 200 years of AMC or Air Force experience.

Enterprise Architects Inc. provided “periodic training and QA support” to the EAP team. This consisted of two 3-day courses at the outset of the project and helped the team to develop the detailed workplan. Every 4 - 6 weeks thereafter, EAI would provide about four days of consulting to evaluate the quality of the deliverables, examine the rate of progress, issue a report of findings and recommendations, formulate a plan for the next period, and conduct a workshop to prepare the team for the next phase of EAP. The “blue book” on EAP and the training materials served as reference guides for the team.

The detailed EAP workplan for AMC had a one (fiscal) year duration. Though longer than typical EAP projects. This was due to the immense size and geographical distribution of the organization made for an extensive enterprise survey, the large number of current systems, and the level of detail of the architectures and migration plan. A draft of the final report of the migration plan and architectures was delivered to the responsible USAF Colonel on the last day of the fiscal year, which created some notoriety as large projects delivering on time was unheard of! The AMC team was successful with the Training and QA consulting support because:

- there was an unusually high amount of “business” experience (200+ years) on this large full-time team of 26 people
- systems participants included experienced data modelers and technicians, several of whom had direct experience with the techniques of EAP
- the team was exceptionally motivated to “produce results” often working long days or weeks to complete tasks and achieve deadlines
- there were well defined layers of EAP project management, the people in those roles were serious about their responsibilities
- templates for the EAP supplied by EAI were used, and DoD models were used as strawmen so that many fundamental concepts did not need to be developed from scratch
- management wanted to have EAI, the Writer of the methodology, perform an independent QA and provide the methodological guidance to the team

The “No Support” Alternative

Very recently, EAI received a call from a company in the computer retail and services industry requesting immediate assistance with an EAP project that had been underway for eight months. In that time, however, their EAP team had only been able to produce a business model by adapting a process model from a prior business re-engineering initiative, and to compile data about internally (IT) managed systems. The project team had experienced resource and personnel difficulties, slow progress, and suspected the results might not be of “good enough” quality to build on. There had been no external consultant supporting the team.

The company engaged EAI at that point to (1) produce a short-term (1 year) detailed tactical plan based on the information gathered to date (saving face), and (2) to assess the quality of their EAP products and determine a plan for moving forward with the EAP and strategic migration plans. EAI and their EAP team accomplished these objectives in four weeks, producing a 150-page tactical plan and a 50-page EAP assessment. The senior and executive management in this company could clearly recognize that the reason for their difficulties had been the lack of guidance and support that could only come from experienced consultants.